

U.S. ARMY

DRILL SERGEANT SCHOOL



DRILL SERGEANT CANIDATE

GUIDE

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U.S. Army Drill Sergeant School
Fort Jackson, SC 29207
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REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
THE U.S. ARMY DRILL SERGEANT SCHOOL
9574 MARION AVENUE
FORT JACKSON, SC 29207-6400

ATCG-MTT-V

MEMORANDUM FOR Drill Sergeant Candidates

SUBJECT: Welcome Letter

1. As the Commandant of the United States Army Drill Sergeant School, congratulations on your selection to attend this course. Selection to Drill Sergeant School is a true testament of your excellence in past performance and potential enabling you to become a role model and trainer for Initial Entry Training (IET) Soldiers.
2. Your course curriculum is challenging, exciting, and meaningful. The school operates under the basic concept of a proud Soldier; proud to be here and proud to return to your parent unit applying this concept. We emphasize individual dignity of every Soldier. Each course objective is designed to further develop your confidence, responsibility, leadership techniques, and higher personal and professional standards. Ultimately, we will teach you the standards expected of Noncommissioned Officers while performing duties as a United States Army Drill Sergeant.
3. Your attitude, diligence, and cooperation with others are significant factors in the degree of your success and professional improvement.
4. Drill Sergeant School standards are high. We expect you to have a positive attitude, be personally committed to succeed, and obtain a complete understanding of the "how and why", and not just "what" we teach. Upon graduation, you will be assigned as a Drill Sergeant in an Initial Entry Training Unit.
5. When arriving to Fort Jackson, all Candidates must report to the USADSS sign for a room. Candidates will be housed at the USADSS Billets.
6. The first formation for incoming Candidates is 0800hrs on the report date listed in ATRRS (a link to ATRRS can be found in AKO under Self Service, My Education). The location for the formation is on the backside of the barracks by the track. You must bring your Military ID Card, ID Tags (no exceptions) and a black ink pen. The Candidate in-processing uniform will be the IPFU (seasonal).
7. In-processing will begin immediately following the formation. Ensure that you have the following items:
 - a) Five copies of your TDY orders or DD Form 1610.
 - b) Two copies of your Mental Evaluation (MEDCOM FORM 699-R no later than 6 months).
 - c) Two copies of your Commanders Checklist.
 - d) Two updated copies of ERB (RA) or DA2-1 and DD214 (USAR/ARNG) Personal file will be updated within 30 days of class enrollment.
 - e) I highly recommend you bring a personal or Army issued Laptop.

- f) Candidates will possess a government travel card if not you will be paying out of pocket for lodging for the duration of the course.
 - g) Complete and bring the Global Assessment tool (GAT) at <https://www.sft.army.mil>
 - h) Complete and Bring the Authentic Happiness (VIA) assessment: <http://www.authentichappiness.sas.upenn.edu/> (have to register to complete, take the VIA Strength of Character Strengths survey)
8. You must have all of your paperwork to be enrolled in the course. Additional information for the USADSS can be accessed at the following link: <http://www.jackson.army.mil/units/drill/index.html>
9. The Drill Sergeant School is not a Noncommissioned Officer Education School. Therefore, the height and weight requirements for NCOES do not apply. You must meet the U.S. Army HT/WT standards and pass an APFT with 60 points in each event along with a total score of 180 points to be accepted into the course.
10. Drill Sergeant Candidates (DSCs) are required to know Drill and Ceremony IAW FM 3-21.5. To facilitate in their basic knowledge it is recommended that they read chapters 2-3 and become familiar with the first three basic movements and positions: Position of Attention, Rest Positions at the Halt, and the Hand Salute, before they arrive. Drill and Ceremony "cheat" books or study guides are strongly prohibited and discouraged. The only manual used for learning Drill and Ceremony will be FM 3-21.5.
11. You are welcome to join our official Facebook page. It is for all past, present, and future Drill Sergeants and their families. <http://www.facebook.com/pages/The-US-Army-Drill-Sergeant-School/445241370286?ref=ts>
12. There will be a Drill Sergeant Spouses Forum on the last Wednesday of graduation week at the USADSS from 1230-1600. All spouses and family members are encouraged to attend. Children are also encouraged to attend as child care will not be provided.
13. If you have any questions concerning the school visit the USADSS website at <http://www.jackson.army.mil/sites/dss/> or you can call DSN 734-6232/6011 and Commercial (803) 751-6232/6011. Or write to the following address: DSS2@us.army.mil

TERESA L. KING
CSM, USA
Commandant

HISTORY OF THE DRILL SERGEANT

In late 1962, the Secretary of the Army directed Stephen Allies, the Assistant Secretary, to conduct a survey of recruit training in the Army. This survey was conducted over a long period of time and included a wide variety of experienced personnel. To insure his report would be valid, Secretary Allies made a comprehensive survey, comparing the training techniques of the Marines, Army, Navy, and Air Force. The final report, as submitted to the Department of the Army, contained five principle findings, with appropriate recommendations and suggestions for eliminating the problems encountered. The comparisons of the training centers of the three services with those of the Army demonstrated the attitude of the Noncommissioned officers within the Army training centers was very poor. There were contributing reasons, including the long working hours, the difficulty of the demanding nature of the work and lack of free time for family concerns. Much of this was caused by inadequate staffing in the training centers. In addition, it was determined that the caliber of Noncommissioned officers being assigned to the Army training centers was far below the standards required by the other services. Another problem was the negative attitude of the trainer which had a demoralizing affect on the trainee and resulted in a mental block between the recruit, and the trainer, and thus caused a negative impact on the qualified trainer and the quality of training presented. During the period April - June 1963, Pilot Trainer Courses were conducted at Fort Jackson, South Carolina, for selected officers and Noncommissioned officers to participate in testing the revised concept of recruit training. Immediately following in July and August, this new training concept was tested with a training battalion at Fort Jackson and a training company at Ft Gordon, Georgia. The success of these tests resulted in the adoption of the new concept, to include the formation of Drill Sergeant Schools throughout CONARC. This was the beginning of the Drill Sergeant and was the first Drill Sergeant used to train recruits in the entire history of the recruit training programs throughout the Army. The Third U.S. Army Drill Sergeants School was officially given its name on 1 January 1967. The school has since been named the United States Army Drill Sergeant School.

CAMPAIGN HAT

A veteran of numerous campaigns in the field, steeped in traditions, and in active service in various styles from 1850 through 1939, the campaign hat is a most appropriate symbol for a Drill Sergeant. The campaign hat appeared on the scene again in early 1964. The present style of the campaign hat, evolved from the straw or felt slough "Hardee Hat" of the 1850's through the center crease designs of the 1880's, to the present day modified "Montana Peak" which was adopted in 1911.

FEMALE DRILL SERGEANT HAT

In late 1971, Headquarters, Continental Army Command (CONARC) received approval from the Chief of Staff of the Army for permission to include women in the Drill Sergeant Program. In February 1972, six Women's Army Corps (WAC) Noncommissioned officers from Fort McClellan, Alabama, were enrolled in the Drill Sergeant Program, at Fort Jackson, South Carolina. Upon graduation, the women were authorized to wear the female drill sergeant hat. BG Mildred C. Bailey designed the female drill sergeant hat. The design was taken from the Australian bush hat. The first female drill sergeant hat was beige in color. The beige hat was replaced by a dark green female drill sergeant hat, style unchanged. The green hat was put into use in January 1983. After the green drill sergeant hat appeared, the beige hat was slowly phased out of the system. In 1984-85, a proposal was made for females to switch to the drill sergeant hat worn by male drill sergeants. Female drill sergeants at Training and Doctrine Command posts opposed this idea. In June 1985, General John A Wickham Jr., Army Chief of Staff, stated that female drill sergeants will continue to wear the original female drill sergeant hat.

BADGE

The crest is the symbol of the Army Training Center. Before 1958, it was the regimental crest with a maroon background. In 1958, it was adopted as the training center's crest and the background was changed to green. It was designed by the Heraldic Division of the Quartermasters General's Office. The 13 stars represent the thirteen original Colonies. The snake is a symbol of preparedness and is grasping the scroll on one end with his mouth and

the other end with his tail. On the scroll is printed the motto, "THIS WE'LL DEFEND," one of the many mottos used in colonial days such as "DON'T TREAD ON ME," "LIBERTY" and many others which were carried on flags and banners. The armored breastplate is a symbol of strength and the green background is a vestment worn under the armored breastplate. It is called a Jupon, which represents the Army. The torch is a symbol of liberty that shines over all.

DRILL SERGEANT CREED

I am a Drill Sergeant.

I will assist each individual in their efforts to become a highly motivated, well disciplined, physically and mentally fit Soldier, capable of defeating any enemy on today's modern battlefield.

I will instill pride in all I train, Pride in self, in the Army, and in country.

I will insist that each Soldier meets and maintains the Army's standards of military bearing and courtesy, consistent with the highest traditions of the U.S. Army.

I will lead by example, never requiring a Soldier to attempt any task I would not do myself.

But First, Last, and always, I am an American Soldier, sworn to defend the constitution of the United States against all enemies, both foreign and domestic.

I am a Drill Sergeant.

SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.



WARRIOR ETHOS

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat. I am a guardian of freedom and the American way of life.

I am an American Soldier.

COURSE OVERVIEW

1. Purpose: The Drill Sergeant School Course (DSSC) is designed to provide selected Noncommissioned Officers (NCOs) the skills and information necessary to perform duties as Basic Combat Training (BCT) Drill Sergeant (DS) such as: Performs Drill Sergeant duties in a Basic Combat Training Company; responsible for training approximately 60 Initial Entry Training Soldiers every ten week cycle; responsible for maintaining the highest level of military standards while teaching the basics of Soldiering; developing discipline, and ensuring the good health and morale of assigned Soldiers; conducts tactical and situational training during one, three, and seven day field exercises; instills the Warrior Ethos, and produces Soldiers through innovative training; assists the Commander in the execution of training.
2. Course Scope: Provide Drill Sergeant Candidates (DSCs) information and training techniques for subjects which Drill Sergeants are required to teach in an Initial Entry Training (IET) including: Human Relations, Leadership, Resiliency, Physical Readiness, Marksmanship, Drill and Ceremonies, Army Basic Instructor Course, IET Policies and Administration, Tactics, First Aid, U.S. Weapons, and Modern Army Combative Level 1.
3. Emphasis: The course will build on the experience and knowledge of the DSCs to ensure they have the ability to develop IET Soldiers who are adaptable, physically prepared, and consistently trained in core initial military skills and their basic military occupational (MOS) skills; understand and embrace the Army values; internalize the Warrior Ethos; and are prepared to contribute as a member of a team upon arrival at their first unit of assignment. The course provides qualified Non-Commissioned Officers (NCOs) with specialized training resulting in the awarding of the two, Skill Qualification Identifiers: "X" Drill Sergeant and "8" Instructor. The DSSC also certifies Candidates in Combatives Skill Level I, and Combat Lifesaver Certification.
4. Leadership: A Candidate Chain of Command will be established after 72 hours. Candidates will be responsible for conducting coordination meetings and ensuring all Candidates are where they need to be in the right uniform time, and place. Candidates will be coached, mentored, and evaluated daily by their Drill Sergeant Leader (DSL). Drill Sergeant Leaders and Candidates are expected to be professionals at all times. Candidates will learn from their DSLs on what it means to be a Drill Sergeant. Upon graduation they are expected to enforce the basic standards taught and learned while enrolled in the course.
5. Course Structure: The course is a resident nine-week functional course. Noncommissioned Officers are selected by their Career Management Field Branch and those names are provided to Drill Sergeant Branch at HRC (Candidates may also volunteer). Drill Sergeant Branch places Candidate's names into ATRRS and provides them a class date. Candidates will be notified of the report date and given a report time of 0800 on that specific report date directed in ATRRS. Candidates that are listed on ATRRS rosters for attendance or that fail to report by midnight will not be enrolled and reported as a "No-Show." DSS will notify Drill Sergeant Branch and Soldiers current unit of any Candidates that are No-Shows.
6. Integrated Scheduling: Subjects will be presented in a logical sequence that permits Candidates to use the new knowledge and skills in the early stages of the course for follow-on instruction. All instruction and training will be sequential and progressive and become more difficult during the course. Embedment training will be conducted with IET Soldiers throughout the course.
7. Phases: Drill Sergeant School subjects are sequenced and taught in relation to the three phases of Basic Combat Training (BCT). The purpose of phasing is oriented towards establishing short-term objectives. Each Candidate will be provided detailed performance counseling upon completion of each phase. The course provides the Candidate firsthand experience in the phase training concept employed in IET. The Candidate's personal experience with performance counseling and goal setting should assist him/her in employing these techniques in IET with new Soldiers.

a. **Phase I (Red)** - Begins with the arrival of the Candidates at the DSSC with (Initial Counseling) and ends with the completion of the 3rd week for Active Army (AA), or 18 academic days. Phase I option for the United States Army Reserve (USAR) is the first Active Training (AT). At the end of each phase the Candidates will receive an end of phase counseling with established goals for the next phase implemented in the plan of action. This plan of action will be followed up with an assessment at the end of each phase.

b. Candidate Goals during Phase I, weeks 1-3

- 1) Discipline, attention to detail and maintain professional conduct
- 2) Establish good study habits
- 3) Develop self confidence
- 4) Adherence to the Army Values and Warrior Ethos
- 5) Motivates self and peers daily
- 6) Conduct and pass all daily inspections
- 7) Improve physical fitness, working toward set goal of 70 points in each event
- 8) Receive a GO on all performance and written examinations
- 9) Receive a GO on garrison leadership evaluation
- 10) Successful completion of all academic requirements of Phase I

c. **Phase II (White)** - Starts with the beginning of the 4th week and with the end of Phase I counseling, and ends with the completion of the 6th week. The Candidate will receive an end of phase counseling with established goals for the next phase at the end of each phase. This plan of action will be followed up with an assessment at the end of each phase.

d. Candidate Goals during PHASE II weeks 4-6 (USAR, weeks 4-5)

- 1) Maintain Phase I accomplishments
- 2) Continue to demonstrate leadership traits, Army Values, Warrior Ethos
- 3) Increase leadership development and responsibility
- 4) Properly conduct all Drill and Ceremonies movements to standard
- 5) Demonstrate understanding of Gender Integrated training
- 6) Adherence to the Army Values (AV) and Warrior Ethos
- 7) Demonstrate understanding of Leadership and Human Relations
- 8) Demonstrate knowledge and proficiency in training of Basic Rifle Marksmanship (BRM) and Advanced Rifle Marksmanship (ARM) fundamentals
- 9) Increase physical ability working toward Phase II fitness goals of 70 points in each event
- 10) Receive a GO on all performance and written examinations
- 11) Receive a GO on garrison leadership evaluation
- 12) Receive a GO on tactical leadership evaluation
- 13) Successful completion of all academic requirements of Phase II

e. **Phase III (Blue)** – Starts with the beginning of the 7th week, and ends at Candidate graduation. At the end of each phase the Candidate will receive an end of phase counseling with established goals for tour as a Drill Sergeant in the IET arena.

f. Candidate Goals during PHASE III weeks 7-9 (USAR, weeks 6-8)

- 1) Maintain Phase I and II accomplishments
- 2) Sustain progressive fitness program able to push IET Soldiers at 50 points in each event
- 3) Continuation of daily inspections (by candidate leaders with close supervision by DSLs)
- 4) Continue to demonstrate the principles of Gender Integrated Training
- 5) Able to live and articulate the Army values and Warrior Ethos to others

- 6) Reinforce First Aid training received in Phase II
- 7) Master knowledge and training on Warrior Tasks and Battle Drills (WTBD)
- 8) Demonstrate knowledge on U.S Weapons Systems through instruction and practical exercise
- 9) Pass final APFT (compliance with Drill Sergeant School Graduation Requirements)
- 10) Receive a GO on all performance and written examinations
- 11) Receive a GO on garrison leadership evaluation
- 12) Receive a GO on tactical leadership evaluation

ARRIVAL INFORMATION

1. Fort Jackson is located in Columbia, South Carolina. The city is located in the center of the state and is accessible from three major highways – I-20, I-26, and I-77. I-95 and I-85 are a short drive away. Fort Jackson is located at exit #12 off of I-77. The nearest airport is the Columbia Metropolitan Airport located about 25 minutes from Fort Jackson. An option is to fly into Charlotte, North Carolina which is about one and a half hours away.
2. Greyhound bus service has a terminal located approximately 6 miles outside the main gate downtown Columbia to serve patrons arriving and departing. On post taxis are readily available.
3. There will be an accountability formation for all reporting Drill Sergeant Candidates at 0800 on the report date. The formation will be located at PT track (ref. Appendix C). **REPORT DATE is the day prior to the START DATE of your class as stated in ATRRS.** All Candidates must report in IPFUs (seasonal) as they will be administered a Height and Weight assessment as part of their in-processing. Candidates will also have all required paperwork needed to enroll in the course (see DSS website for further details: <http://www.jackson.army.mil/sites/dss>). For additional assistance the DSS Staff Duty can be contacted by calling (803) 319-4712 / (803) 751-6011 or send an email to DSS2@us.army.mil

HOUSING AND BILLETING

1. All Candidates will check-in at the front desk at the barracks bldg# for room assignment prior to reporting to the DSSC. You will need a copy of your orders and Military ID when checking in. After receiving your room number, you may unload your luggage in your assigned room. Candidates will be housed at the U.S. Drill Sergeant School billets or the Fort Jackson Single Soldier Complex (USAR). Candidates assigned to Fort Jackson are required to check-in.
2. No family members or friends are authorized to stay or live in the billeting rooms provided while the Candidate is attending the DSSC.
3. Candidate rooms will be kept clean and neat at all times. Any billeting or room issues will be brought to the immediate attention of their perspective DSL and DSS Cadre.
4. Laundry facilities are located throughout the billeting area free of charge.

If you have any questions and/or concerns please contact the Drill Sergeant School at (803) 751-6011, DSN 734-6011. Computers are authorized and Internet access is available free of charge.

NOTE: The DSS will not provide a statement of non-availability.

IN-PROCESSING

1. Candidates must meet all prerequisites IAW AR 614-200, AR 350-1, and TRADOC Regulation 350-16. In order to facilitate a smooth transition all DSC issues should have been resolved with Drill Sergeant Branch (HRC) prior to arrival and enrolment into the DSSC.

- a. Five copies of orders or 1610 (TDY Orders)
 - b. Two copies of your Commander's Checklist signed by your BN CDR and CSM with 30 days of reporting for the DSSC (See Appendix D).
 - c. Two copies of your Mental Evaluation (MEDCOM FORM 699-R no later than 6 months).
 - d. Two copies of ERB (NLT 30 days) MUST HAVE NCOES, GT Score, PULHES, ANY SQI's Annotated correctly. USAR Candidates will have same information reflected on DA 2-1 and last DD 214.
 - e. Proof of extension or reenlistment (if ERB does not show correct ETS)
 - f. Army Values card/tag
 - g. Valid CAC/ID card and ID tags
 - h. Know your current UIC
 - i. Course Completion certificates for Combatives Level 1, 2, 3, or 4, SQI 8, and DA1059 for any NCOES not annotated on your ERB.
2. IAW AR 614-200, your ETS date must be at least two years from the last day of the month of graduation from Drill Sergeant School. Your ETS date must be reflected on your ERB or you must have a copy of your extension or reenlistment papers to show the dates.
 3. Candidates will not be enrolled in the DSSC if they have less than 90 days back from redeployment. A record APFT cannot be administered IAW AR 350-1, paragraph 1-24, f (3a) which states: upon return from deployment Soldiers will be administered a record APFT no earlier than three months for AA and six months for Reserve Component Soldiers. Candidates who do not meet this requirement will be deemed as an unqualified arrival and will be given a release packet which will be forwarded by the Commandant to the first General Officer in the Candidate's chain of command.

CAC (ID CARD)

1. Candidates will have a valid CAC (ID Card) and know their PIN number upon arriving to the DSSC.
2. Candidates will have an active AKO account and AKO password.

IMPROVED PHYSICAL FITNESS UNIFORM (IPFU)

1. The Improved Physical Fitness Uniform (IPFU) is the only authorized uniform for PRT. The IPFU must be IAW AR 670-1 and have a NSN number. Second hand store bought or commercial physical fitness uniforms are unauthorized.
2. Gray or black spandex shorts are authorized and highly encouraged for wear under the IPFU shorts and must be free of logos; spandex must either be black or gray.
3. Above-the-ankle or calf-length white socks are the only socks authorized for wear (NO LOGOS).

4. The gray fleece cap and black gloves are prescribed for wear during the winter months.
5. Gloved shoes / toe shoes are not authorized while conducting Physical Readiness Training (PRT) or the APFT. The only authorized footwear while conducting PRT is running shoes or combat boots (IAW AR 350-1).

ARMY PHYSICAL READINESS TRAINING

1. The APFT will be administered within the first 72 hours from the course start date. **Effective 01 June 2011** Candidates who fail to meet a score of 180 on the APFT with 60 points in each event will not receive a retest. Candidates will be given a release packet to include an adverse DA Form 1059 IAW AR 623-1. A memorandum addressing their failure to maintain standards will be forwarded by the Commandant to the first General Officer in the Candidate's chain of command.
2. Ability run groups will be established using the results of the 1-mile assessment administered during week one.
3. Army Physical Readiness Training (PRT) will be conducted every training day of the course. Once PRT introductions are complete, Candidates will be required to lead two PRT sessions.

ARMY PHYSICAL FITNESS ASSESSMENT

1. A Candidate led APFT will be conducted at the end of Phase I. The purpose is to provide the Candidates practical exercise in administering the APFT, provide feedback on their progress toward set goals, and to provide the Commandant feedback on the effectiveness of the physical fitness program. Candidates are encouraged to use this as a self-assessment leading towards the graduation requirement of 70% in each event.
2. Candidates are required to obtain 70 points per event with a minimum total score of 210 on the final APFT to graduate from DSSC. A retest may be allowed no earlier than 48 hours and no later than 72 hours after the initial failure. Candidates who fail to meet 60 points in each event and a total score of 180 will not be given a retest. Candidates will be given a release packet to include an adverse DA Form 1059 IAW AR 623-1. A memorandum addressing their failure to maintain standards will be forwarded by the Commandant to the first General Officer in the Candidate's chain of command. The final APFT will be administered during Phase III.

HEIGHT AND WEIGHT STANDARDS

Candidates who fail to meet any Height and Weight assessment standards outlined in AR 600-9 at any point in the course will be returned immediately to their unit of assignment. Candidates will be issued a release packet to include an adverse DA Form 1059 IAW AR 623-1 and a memorandum addressing their failure to maintain standards will be forwarded by the Commandant to the first General Officer in their chain of command. Any Candidate who fails to meet the standards throughout the course will be removed from the DSSC.

BOOTS GUIDELINES

All boot authorized in AR 670-1 is authorized for the duration while attending Drill Sergeant School.

FORMATIONS

The DSC chain-of-command and Drill Sergeant School cadre conduct formations at times indicated on the training schedule and at any other time as directed by the cadre. All formations will be supervised by a DSL to ensure that they are conducted IAW FM 3-21.5.

INSPECTIONS

The DSC chain-of-command will conduct daily in-ranks inspections IAW AR 670-1 and FM 3-21.5 at times indicated on the training schedule and at any other time as directed by the cadre. DSLs will supervise to ensure standards are being enforced.

MAIL CALL PROCEDURES

Incoming mail will be distributed by COB the day received. Outgoing mail may be dropped in the mailbox located inside the administrative offices of the DSS. Your address during the DSSC is:

RANK FIRST MI. LAST
Platoon and Class # (ie. 1st Plt, 01-11)
U.S. Army Drill Sergeant School
ATTN: S1, USADSS Mail Room
9574 Marion Avenue
Fort Jackson, SC 29207

SICK CALL PROCEDURES

Sick call is conducted Monday through Saturday from 0700 to 1700, at the McWethy Troop Medical Clinic (TMC) Bldg. 4575 located between Moncrief Army Community Hospital and Caldwell Dental Clinic. After duty sick call is also available Monday through Saturday from 1600-1730 and Sunday from 1200-1800. For emergencies, or visits after normal sick call hours, visit the hospital's Urgent Care Clinic (UCC). ARNG and USAR Candidates must have a DA 2173 (Line of Duty Form) filled out by the administrative section of the clinic if the clinic deems it necessary. Candidates will then return the form to S-1 so that further actions can be taken. Candidates who miss more than 72 consecutive hours of training may be dropped from the DSSC.

LEAVES AND PASSES

1. Candidates will not take any leave or passes outside of Fort Jackson without approval from the Commandant. Passes are limited to a 50 miles radius while attending the Drill Sergeant School Course. The only exceptions will be for Emergency Leave and on a case-by-case basis.
2. All leaves and passes are privileges and must be approved by the Commandant at least 14 days in advance.
3. Family Emergencies will be address to the Cadre immediately. Red Cross notification procedures remain the same while enrolled in the DSSC. Family members must go through the Red Cross if a situation arises that requires a Candidate being removed from training. The number for Red Cross is (877) 272-7337.

FINANCE/STUDENT PAY

Candidates will arrive to the DSSC with a valid Government Travel Card and sufficient funds to defray any unexpected costs such as lodging, uniform repair and/or purchases before arriving. The Fort Jackson Finance Office can no longer issue advance checks to TDY Candidates from other locations attending courses at Fort Jackson. All partials will be requested via fax through appropriate unit finance office. DSCs will utilize the Defense Travel System (DTS) when making arrangements for all official travel. DSCs must understand that DTS is a unit and individual responsibility. The DSS will provide limited assistance when possible.

1. Candidates with pay problems will notify their DSL immediately.

A breakdown of the per diem pay follows (As of 1 Feb 10). \$21.00 a day for DSCs, \$25.00 for USAR, \$28.00 for ARNG, \$31.00 for a double man room and \$40.00 for a single man room. DSCs are also authorized \$2.00 a day for laundry expenses. DSCs will not be authorized air and ground mileage as official transportation is provided.

3. Candidates will eat at the DSS or designated dining facilities regardless of the installation of assignment. Candidates BAS should have stopped IAW ATRRS instructions.

MILITARY COURTESY

1. The Commandant of the United States Army Drill Sergeant School has command authority and operational control of the Drill Sergeant School. The Commandant is a Command Sergeant Major and will be addressed as Sergeant Major.
2. Only the highest standards of conduct, appearance, bearing, courtesy, and attitude will be accepted at the DSS.
 - a. When you pass a DSL or DSS cadre, you will sound off with the greeting of the day.
 - b. All movements will be crisp and precise.
 - c. When moving from point A to point B, you will do so with a sense of urgency.
 - d. There will be no running or horseplay in the buildings at any time.
3. The Deputy Commandant will be addressed as Sergeant Major and is responsible for the command, control and the daily operations of the DSSC.
4. The Chief Instructor (Company 1SGs) will be addressed as First Sergeant.
5. The Course Directors (Platoon Sergeants) will be addressed as Senior Drill Sergeant (SDSL).
6. Squad Drill Sergeant Leaders (DSLs) will be addressed as Drill Sergeant.
7. Civilian staff members will be addressed as Mister or Miss/ Mrs., sir or ma'am, as appropriate.
8. **The use of profanity is strictly forbidden in the DSSC and in the IET environment.**
9. Candidates will display proper military bearing and a positive attitude at all times. Conduct unbecoming of a Noncommissioned Officer will not be tolerated and may be subject to release from the DSSC.
10. Candidates will treat all permanent party Cadre and IET Soldiers on Fort Jackson with dignity and respect when making corrections. Any issues concerning corrections will be addressed to their prospective DSL.
11. Candidates will read and adhere to all DSS policies and procedures. Any infractions will be addressed according to the Drill Sergeant School Course Management Plan (CMP).

BANKING FACILITIES

SNYS has two banks located within its facility at the following times: The All South Federal Credit Union is located at the corner of Lee Road and Hubbard Street, the community's main highway, between 10021 and 2001, and their website is www.sfnycu.org. Wachovia Bank is located on the corner of Lee Road and Hubbard Street near the entrance to the housing area. The number is 803.726.8143 or visit their website at www.wachovia.com. Numerous ATM's are located throughout the building and on the grounds.

2. Any of SPP 05, a Personal check for an amount up to \$100.00 and a two party check up to \$100.00 may be cashed daily may be cashed at the Post Exchange. There is a \$100.00 maximum for 2 party check

DINING FACILITY

1. The DSS Dining Facility is available within the DSS area of operation. The DSS DFAC hours are 0730-0900 for breakfast, 1200-1330 for lunch and 1730-1900 for dinner Monday thru Friday. 187th Ordnance BN DFAC and 369th Adjutant BN DFAC will be utilized on the weekends and holidays which operate from 0700-0900 for breakfast, 1130-1300 for lunch and 1600-1730 for dinner. Candidates will check the DFAC weekly schedule as times and locations are subject to change without notice.
2. The appropriate duty uniform (ACU, Class A/ASU) and civilian attire is the only authorized clothing to be worn in the dining facility. The Improved Physical Fitness Uniform (IPFU) is not allowed, unless directed by the DSS training schedule
3. Personnel wearing civilian attire will be properly dressed. The following will apply:
 - a. No tank tops exposing armpits will be worn.
 - b. No shower shoes will be worn.
 - c. No bathing suits will be worn.
 - d. No headgear will be worn
 - e. Denim jeans are authorized but must be presentable.
 - f. Conservative shorts and T-shirts may be worn.

PROHIBITED ITEMS

1. The following items are prohibited and may be confiscated and could result in disciplinary action if introduced into the DSS area:
 - a. Personal firearms
 - b. Knives with a locking blade or a blade length over 3 inches
 - c. Pyrotechnics or fireworks
 - d. Ammunition
 - e. Bow and arrows
 - f. Switchblade knives
 - g. Throwing knives
 - h. Nunchakus or oriental fighting instruments
 - i. Pets
 - j. Unauthorized prescription drugs

No place. Slow Cookers (The only authorized cooking items in the barracks are the microwave ovens)

1. Incense or candle

PRIVATELY OWNED VEHICLES (POVs)

1. DSC parking is allowed only in authorized areas west of Sumter Avenue. All official travel will be provided for by the DSS cadre and will be IAW the training schedule. DSCs will be allowed to operate POV's at the end of the duty day. DSCs will not use their POV to support any DSS mission. DSCs will not park in areas designated for various units.
2. Parking on grass or seeded areas is unauthorized and will warrant repairing of any damage to the area as well as recommendation for disciplinary action.
3. A DSL will inspect all POV's prior to training holiday weekends and passes/leave request. Failure to maintain proper safety standards will result in loss of driving privileges until repairs are made and the vehicle is re-inspected. Operating the vehicle prior to re-inspection could result in a derogatory counseling and recommendation for release from DSSC.
4. Candidates will not bring or drive any motorcycles while attending the DSSC.
5. All Candidates driving POVs onto Fort Jackson must receive a vehicle pass at Gate 1.

ON/OFF-POST TRANSPORTATION

1. Commercial taxis are available on and off post. (Refer to local community telephone book)
2. Greyhound bus service has a terminal located approximately 6 miles outside the main gate downtown Columbia. On post taxis are readily available.

PHYSICAL SECURITY/CRIME PREVENTION

1. Crime prevention is the responsibility of all personnel assigned or attached to the DSSC.
2. In the event of a break in or theft, immediately notifies the Military Police and the Staff Duty. The individual suffering the loss will also notify their DSL and PSG.
3. Billeting rooms will be locked at all times.
4. Government issued equipment (TA-50) will be secured at all times and will not be left unattended in POVs or in rooms.
5. Personal property will not be left unattended.
6. POV's will be locked at all times.
7. Use personal/room safes for any high value items.
8. DSCs are not allowed to carry more than \$100.00 cash on their person.

ALCOHOL POLICY

1. DSCs are authorized to store and consume alcohol in their room. However, DSCs consuming alcohol within their room will abide by the Army Values and treat Soldier's, equipment and the facilities with respect at all times.
2. DSCs are forewarned that alcohol related incidents are not tolerated and will be grounds for dismissal from DSSC. Incidents include but are not limited to loud and boisterous behavior, accidents, or any other alcohol related incident.
3. DSCs arrested by civilian police or apprehended on post by the Military Police for any alcohol related events will be subject to disciplinary action and disenrollment from the DSSC. It is a violation of South Carolina State law to operate a vehicle while carrying an open alcoholic beverage container.

EQUAL OPPORTUNITY/SEXUAL HARASSMENT POLICY

1. The Commandant's policies on Equal Opportunity and Sexual Harassment / Assault Response and Prevention Program (SHARP) are posted on the unit bulletin boards and in the DSS area. Every DSC is required to read and adhere to the EO/SHARP policies.
2. Complaint procedures and applicable phone numbers are also posted on the unit bulletin boards.

USE OF TOBACCO PRODUCTS

1. DSCs are allowed to utilize tobacco products only in designated areas.
2. DSCs will not tobacco products while in formation areas or in any Government building.
3. Tobacco products are prohibited in the vicinity of IET/AIT soldiers.
4. Tobacco products are prohibited in individual rooms.
5. Tobacco products on ranges will be limited to meal times or at the 1SG/SDSL's discretion in designated areas only.
6. Tobacco products are not authorized in the common use areas of the billets or the DSS building.

STUDY HALL

1. Candidates will conduct one hour of study hall in their rooms daily. This time is set aside and used to prepare for the next day's block of instruction in order to become familiar with the required material. Candidates are highly encouraged to develop good study habits with peers and those that are having academic difficulty with the course.
2. A mandatory study hall or remedial training will be conducted for all written and performance examination Failures on the same day as the failure. The study hall or remedial training secession will be supervised by a certified DSL in a designated squad classroom or area and last for at least one hour.
3. DSCs requesting additional study halls other than the mandatory study hall or remedial training session will notify their DSL at least 24 hours in advance.

OFF-LIMITS AREAS

Off limits areas include but are not limited to all Basic Combat Training (BCT) and Advanced Individual Training (AIT) areas and the 120th Reception Center. Candidates are prohibited from going to these areas without a DSL escort.

DRILL SERGEANT SCHOOL AWARDEES

Honor Graduate:

The Soldier with the highest Academic Average who meets the following guidelines will be selected as the Honor Graduate.

- a. Must achieve first time GO on all Oral Presentations.
- b. Must achieve first time GO on all Written Exams with an average of 90% or higher.
- c. Must achieve first time GO on all other Performance Exams.
(To include Qualifying on the M16A2 Rifle)
- d. Must score a minimum of 270 total points and 90 points for each of the three events on the final APFT.
- e. Receive a minimum of three Superior Ratings on the DA Form 1059. (One must be in Leadership)
- f. Receive NO negative counseling during the entire cycle.
- g. Must not be a new start from any previous Drill Sergeant School Course.
- h. Final selection will be approved by the Senior Drill Sergeant Leader and Chief Instructor.

Leadership Award Recipient:

One Drill Sergeant Candidate from each Squad will be recommended by the other members of that Squad. A leadership board will be convened before Week 7 consisting of the SDSL and 4-5 DSL's from that platoon will select the winner.

- a. Must score a minimum of 270 total points and 90 points for each of the three events on the final APFT.
- b. Receive a Superior Rating in Leadership and Contribution to Group Work.
- c. Receive NO negative counseling during the entire cycle.
- d. Must not be a new start from any previous Drill Sergeant School Course.
- e. Final selection will be approved by the Senior Drill Sergeant Leader and Chief Instructor

* At minimum questions will be asked from the following categories: Drill and Ceremony, Physical Readiness Training, TRADOC Regulation 350-6, Basic Rifle Marksmanship, and Warrior Tasks & Battle Drills.

NOTE: The Leadership Award does not justify a Drill Sergeant Candidate exceeding the course standards for overall performances.

Iron Man Award:

- a. Identified by the Senior Drill Sergeant Leader for outstanding bearing, appearance, and the highest score on the End of Cycle APFT.
- b. Receive NO negative counseling during entire cycle.
- c. Must not be a new start from any previous Drill Sergeant School Course.
- d. Final selection will be approved by the Senior Drill Sergeant Leader and Chief Instructor.

The Commandant's List:

The Commandants List is reserved for no more than the top 20% of the class of whom the Commandant considers deserving.

This 20% is for those Drill Sergeant Candidates whose overall course achievement is significantly above the standards of the course.

Drill Sergeant Candidates may achieve all superior ratings on their DA Form 1059 and **NOT** exceed the course standards.

There is **NO** policy stating there has to be 20% on the Commandants List. Drill Sergeant Candidates must meet all the standards listed below to be eligible for the Commandants List.

- a. Must achieve 100% first time GO on all Oral Presentations.
- b. Must achieve 100% first time GO on all Written Exams with an average of 90% or higher.
- c. Must achieve 100% first time GO on all other Performance Exams.
(To include Qualifying on the M16A2 Rifle)
- d. Must score a minimum of 270 total points and 90 points for each of the three events on the final APFT.
- e. Receive NO negative counseling during entire cycle.
- f. Receive a minimum of three Superior Ratings on the DA Form 1059. (One must be in Leadership)
- g. Must not be a new start from any previous Drill Sergeant School Course.
- h. Final selection will be approved by the Senior Drill Sergeant Leader and Chief Instructor

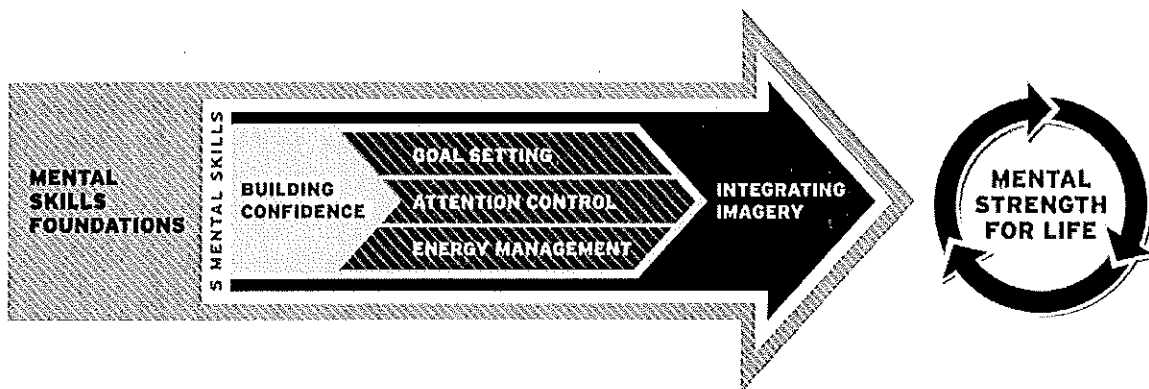
GRADUATION

1. Upon DSSC completion, a graduation ceremony will be conducted to recognize each DSCs accomplishments. Family members, guests, friends and unit members are cordially invited to attend.
2. The uniform for graduation will be in ASU/Dress Uniform (International Students), Drill Sergeant Hat and Drill Sergeant Badge. The Drill Sergeant hat and badge will be issued in the last week along with supplemental issue to insure proper wear and fit of the headgear.
3. Graduation will be held on the last day of the course at 1300 in the Post Theater.
4. A Drill Sergeant Spouse's Forum will be held on the last Wednesday of Graduation week at the DSS from 1230-1600. All Candidate spouses and family members are encouraged to attend. Children are also encouraged to attend as child care will not be provided.

KEY TELEPHONE NUMBERS AND BUILDING LOCATIONS

<u>Place</u>	<u>Bldg #</u>	<u>Telephone #</u>
DSS CMD Section	9574	DSN 734-6011 Comm. (803) 751-6012
DSS S-1 FAX	9574	DSN 734-0751 Comm. (803) 751-0751 (803) 751-0744
DSS S-3	9574	DSN 734-3355 Comm. (803) 751-3355
Staff Duty Cell Phone	9574	(803) 319-4712
Billeting		1(800) 276-6984 or (803) 782-9802

Army Center for Enhanced Performance



PREP Introduction

☐ PREP Mission Statement: To develop the full potential of Warriors and Families using a systematic educational and developmental process grounded in cutting edge performance psychology and academic strategies in order to enhance *adaptive thinking*, *mental agility*, and *self-regulation* skills essential to the pursuit of overall personal strength, professional excellence, and the Warrior Ethos across the Army.

☐ PREP's entire program is reflected in the Army's Leadership Manual FM 6-22.

☐ One foundational piece of developing adaptive thinking, mental agility, and self-regulation is *self-awareness*. Self-awareness is the ability to know and understand yourself in order to maximize your

strengths and further develop relative weaknesses for the purpose of self-improvement and consistent, optimal performances.

Mental Skills Foundations

□ Performance is created through a combination of *attitudes* – choices we make on how to think and act, *skills* – something that can be developed with time, practice, and repetition, and *gifts* – something you were born with; a natural ability. Great performers become the champions they are in large part because of the attitudes that they choose.

□ The *Zone* is a heightened performance state that may be characterized by intense focused awareness, altered perception of time, space, and/or size, sense of total control, and a momentary shift in thoughts and emotions. It is associated with performances that are natural, fun, and meaningful.

□ The “*Training Mindset*,” is characterized by hard work, dedication, and the serious pursuit of goals. This type of mindset allows individuals to develop technical and strategic competencies and learn skills sets that are essential for their position and profession. However, individuals trapped in this style of thinking and training constantly analyze, evaluate, judge, and criticize themselves.

□ The “*Trusting Mindset*” is about acting instinctively and letting the training take over – see and do, sense and react. It is grounded in the mindset of being focused, confident, composed, accepting, encouraging and convinced of victory.

□ Some of the primary obstacles to performance that maximizes a person’s potential are *fear, doubt, worry, analysis, and judgment*. These mental and emotional barriers to performance can be overcome through deliberate cultivation and practice of mental skills.

□ *Thought-Performance Interaction*: Recent research has shown that there is a direct connection with the mind (thinking) and the body (physiology). Both positive or negative thoughts and emotions can trigger strong physiological responses (e.g., increased heart rate, blood pressure, breathing, etc.) which then influence performance to a large degree. The thought-performance interaction is the process in which our beliefs and expectations influence our actions. Consequently, this will dictate or determine our level of achievement.

Building Confidence

□ *Confidence* is a state of self-assurance and a belief in one’s powers. It has to do with what you think, what you focus on, and how you react to events in your life. Confidence is not universal. Individuals can be confident about their physical abilities to tackle obstacles, their mental abilities to make decisions, or their emotional abilities to stay calm in stressful situations, but confidence in one category does not automatically mean that confidence will follow in other areas. However, understanding confidence empowers individuals to get it when they need it most. Confidence is a skill and a choice.

□ There are four tools that PREP teaches to building confidence:

➤ Selective Perception – using the mental filter of the mind to selectively focus on the thoughts and memories that produce energy, optimism, and enthusiasm

➤ Stop Negative Self-Talk – alter the dialogue that goes on in the mind by recognizing the negative self-talk, say “STOP” out loud or silently, use a physical cue such as snapping your fingers or clapping your hands to signal a change, take a deep breath and exhale completely, and then replace the thought with a more helpful thought.

- Effective Interpretation of mistakes and setbacks – interpret mistakes and setbacks in a way that will contribute to confidence. Use mistakes as learning opportunities that identify what is going right, what is not working, and what specific adjustments need to be made.
- Create a Powerful Self-Image – what you believe about yourself influences the way that you prepare, train, and act under pressure. Build and support your self-image with *affirmations* that follow these four guidelines:
 - First Person – “I _____”
 - Present Tense – “I am _____”, not “I will _____”
 - Positive – “I plan ahead and take action”, not “I do not procrastinate”
 - Powerful – “I am a PT animal and EVERYBODY knows it!”

GOAL SETTING

□ A *goal* is an objective, standard, aim of action, level of performance and/or proficiency. Goals are about creating a powerful and personal vision. In addition goal setting is about setting the right kinds of goals, ones which are effective, provide direction, and enhance motivation, via a systematic and structured plan.

□ The Mechanistic Theory explains why goal setting works and helps explain how it increases motivation:

- Goals direct your attention
- Goals help mobilize individual and team effort
- Goals help prolong effort and increase persistence
- Goals help you develop and employ new learning strategies

□ Some key components of effective goal setting involve:

- Keeping goals present in your mind – be creative with strategies on how to do this
- Constantly adjust your goals – make sure that your goals are working for you
- Write them down – get your goals from your head to your hand
- Believe in yourself – use your confidence, self-image, and affirmations to make your plan happen

□ PREP’s Seven Step Process:

- 1st Step:
 - Define your Dream
- Planning Phase:
 - Know where you are right now
 - Be honest about what you need to develop
 - Make a plan for improvement
- Action Phase:
 - Set and pursue short term goals
 - Commit yourself completely
 - Continually monitor your progress

Attention Control

□ Attention is the act of *directing your senses* to very specific elements in our attention field. It is an active and deliberate process which contains two components: Focus and Concentration. It involves staying *in the moment* and identifying the “*one thing*” or the most relevant target for your attention.

□ Attention thieves steal your attention away from what is most important at that moment and make you less able to attend properly. Stress can easily become an attention thief when not managed properly and can cause your attention to become very internal and narrow.

□ Nideffer's Attention Theory is a two dimensional model. One dimension has to do with where attention is directed (internal vs. external). The other dimension has to do with how attention is directed (narrow or broadly). Attention is about knowing where you are, where you need to be, and then having the skill to shift your attention to the most relevant and important aspect in your attention field.

□ A *routine* is a sequence of physical or mental steps that progressively narrows your focus. Routines...

- Diverts attention away from irrelevant aspects of your environment
- Keeps you in the present
- Controls emotions
- Quickens response time
- Creates habitual behavior
- Focuses attention on execution (not results)

□ A *cue word* is a pre-selected and rehearsed subconscious or spoken word or phrase that prompts or reminds one to focus and narrow their attention. By deliberately repeating these words during a routine or performance you bring your attention to where it needs to be in the moment and are able to disregard internal or external distractions.

Energy Management

□ The *stress response* is the ability of the body to mobilize energy by speeding up the heart rate and respiration. When the body's reaction becomes too strong, muscles begin to tighten, cognitive function begins to decline, and energy is wasted. The stress response is perpetuated by emotions.

□ The *relaxation response* is the ability of the body to conserve energy by slowing heart rate, respiratory rate, focusing thoughts, and leveling emotions. The quickest way to engage the relaxation response is by developing a controlled, slow, rhythmic, *tactical breathing pattern, focusing the mind, and leveling or creating positive emotions.*

□ Creating balance can help minimize the effects of stress. Create balance by:

- Eating healthy food – plan ahead
- Exercising – it activates the stress response and strengthens the relaxation response during recovery
- Sleep – get a routine and maximize the time you have
- Time Out – do things that you enjoy, relax, and have a positive perspective

□ Fight energy waste with perspective:

- Understand what you can and cannot control. In the end, you can only control what you think, what you say, and what you do.
- Practice pragmatic acceptance and optimism
- Use attention control to stay in the moment

Visualization and Imagery

□ *Imagery* is the ability to use all of the senses to create and recreate an experience in the mind.

□ Imagery is effective because:

24. BUCKLE, BRASS (FOR ASU / CLASS A UNIFORM)	1 EA
25. NECK TIE, BLACK 4-IN-HAND (NO CLIP-ON)	1 EA
26. FEMALE NECK TAB	1 EA*
27. SHOES, LOW QUARTER (SEE NOTE 3)	1 EA
28. TAGS, IDENTIFICATION, WITH CHAIN and VALUES TAG	1 PR
29. UNIFORM BRASS, BRANCH & US	1 EA
30. ALL AUTHORIZED RIBBONS AND BADGES (ACU and Dress Uniform)	1 EA
31. BRASS GRADE INSIGNIA	1 SET
32. SHOULDER BOARDS (FOR CLASS A/ASU SHIRT)	1 SET
33. NAME PLATES	1 PR
34. DINSTINCTIVE UNIT INSIGNIA	2 EA
35. REGIMENTAL CREST	1 SET
36. GLOVES, MEN and WOMENS, LEATHER, LIGHT DUTY, BLACK	1 PR
37. INSERTS, GLOVES, WOOL (OD, BLACK OR BROWN)	1 PR
38. SHOES, RUNNING (NO HIGH TOPS or "Gloved/Fingered")	2 PR
39. JACKET, GRAY, IPFU	1 EA
40. PANTS, BLACK, IPFU	1 EA
41. CAP, SYNTHETIC MICROFLEECE, GREEN	1 EA
42. T-SHIRT, GRAY, SHORT SLEEVE, IPFU	2 EA
43. T-SHIRT, GRAY, LONG SLEEVE, IPFU	2 EA
44. SHORTS, BLACK , IPFU	2 EA
45. SOCKS, ATHLETIC, WHITE, ANKLE OR CALF LENGTH	7 PR
46. SHOES, SHOWER	1 PR
47. PADLOCK	1 EA
48. SOAP, BAR	1 EA
49. TOOTHBRUSH and TOOTHPASTE	1 EA
50. COMB/BRUSH	1 EA
51. RAZOR	3 EA
52. CREAM, SHAVING	1 EA
53. POWDER, BODY/FOOT	1 EA
54. FLASHLIGHT W/BATTERIES w/ red lens (L-SHAPE, GRN)	1 EA
55. CAT EYE BAND, ACU COLORED WITH NAME TAPE SEWN ON	1 EA
56. MARKERS (10-COLORS, BROAD LINE RECOMMENDED)	1 SET
57. MOUTHPIECE	1 EA
58. BLACK INK PEN, BLUE INK PEN, PENCIL	1 EA
59. BALLISTIC EYEWEAR W/INSERTS (MUST BE AN ISSUED ITEM)	1 EA
60. HEARING PROTECTION	1 EA
61. Parka, Wet Weather with rank	1 EA
62. Pads, Elbow	1 PR
63. Pads, Knee	1 PR
64. M16 WEAPONS CLEANING KIT (COMPLETE)	1 EA

THE FOLLOWING ITEMS ARE OPTIONAL FOR THE COURSE:

65. SUNSCREEN	1 EA
66. FRONT SIGHT ADJUSTER (M16/M4)	1 EA
67. ACU COLORED 550 CORD	100 FT
68. CAMELBACK	1 EA
69. LAPTOP (lodging will provide internet access for Candidates)	1EA

* indicates female only

** indicates male only

NOTE 1: This clothing list is the minimum required for the course. All Candidates are required to bring and utilize Basic Clothing Bag Issue items only. RFI clothing items will not be accepted for wear while enrolled in the course (ie. flame resistant and vehicle crew ACUs). Items not in serviceable condition is the Candidates responsibility to

- It creates a neural connection between what we are envisioning in the mind and how the body responds
 - It creates “muscle memory”
 - The more often it is used, the stronger its effects become
- The purpose of visualization is to learn to utilize practical mental imagery techniques for improving all aspects of performance (physical, technical, and tactical). Primary uses of imagery include:
- Improve technical & tactical skills
 - Identify changing circumstances and rehearse your responses to them
 - Achieve emotional readiness
 - Enhance confidence & motivation
 - Preparation for performance
 - Control physiological & emotional responses
 - Coping with pain & injury
- Good imagery ability has been defined by two primary characteristics: controllability (the ability to manipulate images) and vividness (ability to add color, texture, dimensions, etc.).
- Powerful imagery is created with the following:
- Relaxed, clear mind
 - Senses
 - Positive, powerful emotions
 - Perspectives (internal and external)
 - Successful images and experiences

ANNEX A: Packing List

Effective 05 Oct 2011

ITEM	QTY
1. DUFFLE BAG	1 EA
2. LAUNDRY BAG	1 EA
3. PATROL CAP, UNIVERSAL PATTERN (ACU) with rank	1 EA
4. BERET	2 EA
5. COAT (SHIRT), ACU	4 EA
6. TROUSERS (PANTS), ACU	4 EA
7. COAT, COLD WEATHER, FIELD (FIELD JACKET) or GORTEX JACKET, ACU	1 EA
8. BOOTS, COMBAT (IAW AR 670-1)	2 PR
9. BRUSH, SHOE/ SUEDE BOOT CLEANING KIT	1 EA
10. T-SHIRT, COTTON, TAN	7 EA
11. SOCKS, WOOL or COTTON/NYLON BLEND (OD, or TAN)	7 EA
12. DRAWERS, COTTON, OD or WHITE	7 EA**
13. BRA	3 EA*
14. PANTIES	7 EA*
15. COMPLETE CLASS A UNIFORM OR ARMY SERVICE UNIFORM (SEE NOTE 3)	1 EA
16. COAT, ALL WEATHER, BLACK WITH LINER	1 EA
17. GLOVES, DRESS (FOR ASU / CLASS A UNIFORM)	1 EA
18. T-SHIRT, COTTON, WHITE	1 EA**
19. SOCKS, BLACK, COTTON or NYLON (FOR ASU / CLASS A UNIFORM)	2 EA
20. SLIPS	2 EA*
21. NYLONS	2 PR*
22. BELT, RIGGERS (TAN)	2 EA
23. BELT, WEB (FOR ASU / CLASS A UNIFORM)	1 EA

maintain or replace as needed (ie. beret, ACUs, and boots).

NOTE 2: All additional winter issue items are required during winter months (Oct-Apr).

NOTE 3: Effective OCT 10 BCT Drill Sergeants will be issued the new Army Service Uniform (ASU). We strongly recommend if you have the Army Service Uniform to bring them; if not, bring the complete Class A uniform. This meaning jacket, pants (male/female), skirt (female), short sleeve and long sleeve shirt with appropriate tie (male/female) for the ASU or Class A uniform. Candidates will also bring all awards, appurtenance, and badges. The ASU will be worn by all Candidates during graduation. All Candidates will wear low quarters, regardless of home duty station or gender.

NOTE 4: Candidates are required to bring a copy of their individual CIF record. Any TA-50 which is not on the CIF record and is required by the DSSC will be issued by the USADSS. Candidates can obtain a copy of their individual CIF record by:

- 1) Log onto AKO
- 2) Click Self Service drop down
- 3) Click on My Clothing
- 4) Click on My Clothing Record link